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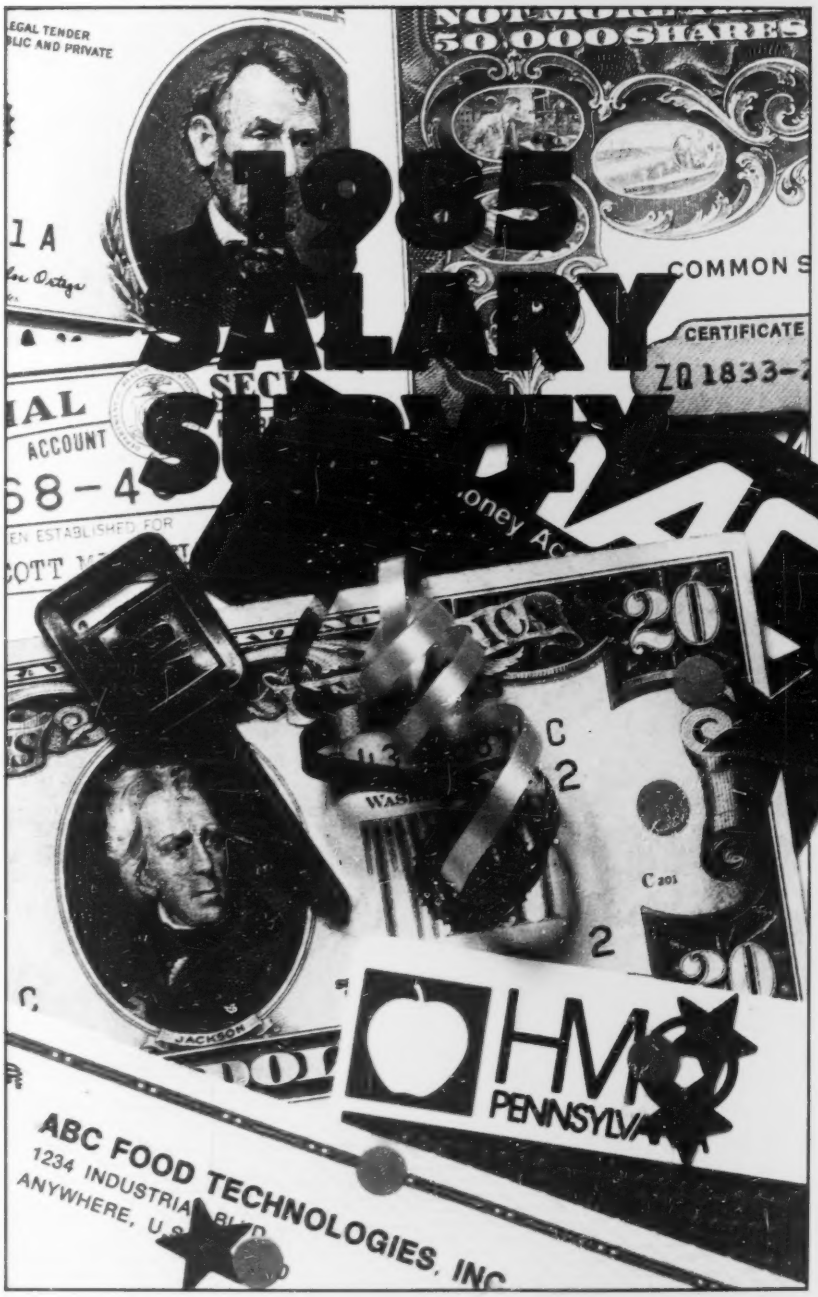
DECEMBER 1985

Chilton's food Engineering

In this issue: **FOOD PACKAGING**



THE MONEY GAME

How does your salary compare to the rest of the food industry? The results of this exclusive survey show overall you have reason to celebrate.

ARTIFICIAL INTELLIGENCE

When a 32 year veteran of Campbell Soup's retort room retired, the company retained his experience with AI, turning soup-making into more of a science.

Chilton's Food Engineering

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Food Engineering's exclusive 1985 salary survey polled 8,000 food industry employees. The results may surprise you. Average salary increases matched those of other industries, a positive upward turn for food industry compensation.

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In an effort to trim the U.S. deficit, Congress may soon pass a controversial measure that will, at least temporarily, lower commodity costs and work to reduce surplus commodity stores. The measure is the 1985 Farm Bill, a hotly contested piece of legislation that will slowly chip away at federal farm subsidies.

21 Beatrice may go private

As this issue goes to press, Beatrice Companies, Inc. is discussing an unsolicited $5.12-billion leveraged buyout bid with the New York investment firm Kohlberg, Kravis Roberts & Co. If the deal materializes, it will be the biggest leveraged buyout in history.

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For *Food Engineering's* 1985 salary survey, the responses of more than 2,000 respondents were tabulated to determine how people in the food industry fared in 1985 in terms of salaries and other types of compensation. The results surprised our editors—and may surprise you, too.

69 Artificial Intelligence

When a retort expert retired at Campbell Soup, his expertise was preserved on a computer. The project is Campbell's first practical application of AI.

75 Food & Dairy Expo

The Food & Dairy Expo held in Atlanta featured more than 15,000 attendees, of whom 8,500 were food processors. The show's 400 booths displayed a broad range of equipment and supplies for the food and beverage industries.

NEW SPICE, OLD COMPANY: Baltimore Spice Co. has added *Crab Cake Classic* to its line of Old Bay Seasoning, the first new line addition in 40 years. **PAGE 33**

ARTIFICIAL INTELLIGENCE: Campbell Soup's first practical application of AI was the preservation of vital expertise when a veteran retort expert retired. **PAGE 69**

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POSTMASTER: Send form 3579 to Food Engineering, Post Office Box Number 3018, Wheaton, IL 60189.

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Food Engineering's report from COEX '85 surveys new trends and developments in barrier plastics.

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At the Food & Dairy Expo, zip-off rings, shrinkable overwraps and shrink bands were shown as tamper evident closures for dairy products.

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Aseptic packaging, hot-fill pouches and the first U.S. pouch pack system for milk were highlighted at the Food & Dairy Expo.

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Ralston Purina's new line of *Heat-at-Home* entrees and side dishes are being offered in dual-ovenable polyester trays.

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IT'S A REVOLUTION: The COEX '85 packaging conference explored the trend toward the increased use of barrier plastics in packaging. *FE* brings you up-to-date. **PAGE 43**

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REWORKING A NEW WAY: Urschel Laboratories' help solve a biscuit manufacturer's reworking problems. Quality control, efficiency and savings were the result. **PAGE 92**

Special Emphasis

PROCESSING EQUIPMENT & CONTROLS:
Everything from programmable process controls to a ceramic microfilter for liquid/solids separation is featured in this month's special focus on Processing Equipment & Controls in the new product section. **Pages 89 to 94**

1985 SALARY SURVEY

Are you better off this year than last year? You say "No," but the numbers say otherwise. With inflation down, and salary increases keeping pace with other industries, food industry people are doing just fine.

When *Food Engineering* first started reading the returns of the 1985 salary survey questionnaires, the first impression was that there is a lot of anger in the workplace. The anger is not only over salaries and upcoming salary increases, but also a variety of other compensation-related factors. When we kept reading it became clear that the comments weren't reflecting anger or rage, but rather a sense of frustration.

The frustration seems to stem from a number of reasons—low starting salaries, low salary increase percentages, anger at higher salaries paid to upper management and, more and more, great frustration at the discrepancies between male salaries and those paid to females performing the same functions.

Another great source of unhappiness is in the area of benefits packages. Some employers are taking into consideration the increased costs of providing benefits for their employees when determining percentage increases for their staffs.

Is the frustration justified?

Yes....and no.

Certainly there are instances where all of the frustrations above are valid. But industry-wide they don't seem to hold water, especially in the area of salary increase percentages.

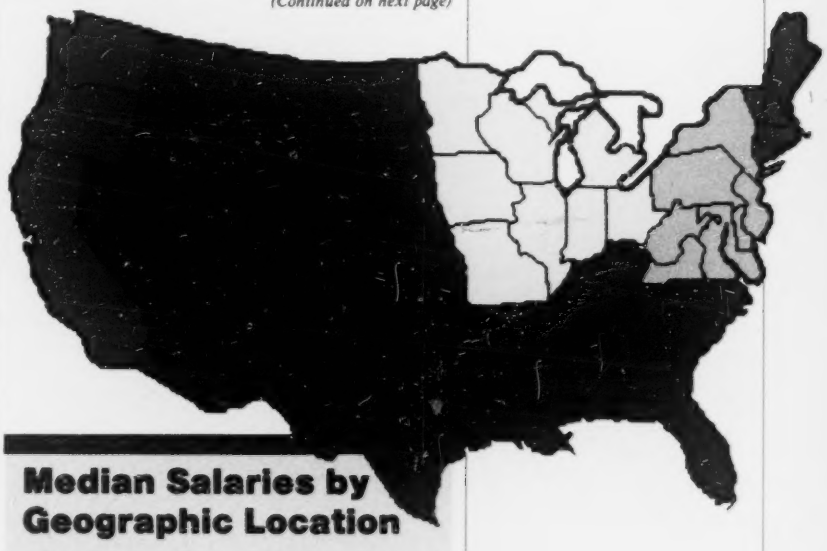
In our present economy where salaries are rising at the rate of about 5-6%, the food industry fits right into the norm. Combined with an inflation rate of 6% or less for 1985, a smaller salary increase actually results in more spendable income than the double digit increases of past years.

Our respondents told us they were realizing about 5% increases in 1985. Almost without exception the respondents to our survey were making more money this year than last. If this is a representative cross-section of the food industry, then indications point to the fact that food industry people are doing just fine in 1985.

True, there are executives who are reaping the rewards of an improved economy, with salary increases in double digits and other

(Continued on next page)

LINDA K. FREEMAN
Managing Editor



Median Salaries by Geographic Location

Geographic Location	Median Salary	% Increase '84-'85
New England	$44,000	13.4
Middle Atlantic	38,800	8.3
South Atlantic	43,700	30.0
Deep South	38,100	33.2
North Central	38,400	17.8
Plains States	37,300	16.6
Rocky Mountain	38,000	33.3
Southwest	44,500	31.7
West Coast	41,500	26.5
Outside Cont. U.S.	41,600	12.4

Median salaries were used for all charts accompanying this article. These do not indicate size of company, employees supervised or other factors affecting compensation. The salaries indicated should be used only as guidelines.

About the survey

In August *Food Engineering* mailed out 8,000 questionnaires to a representative cross-section of the food industry. More than 2,000 people responded, an increase of more than 600 from last year.

For the purposes of this survey, responses were tabulated to show the median of each classification. The findings reflect the middle number in a classification, offering a more statistically accurate figure than an "average" number. Widely divergent salaries do not affect a median number, but they do significantly affect an average number.

What had a major effect on this year's survey is not how many people responded, but rather *who* responded.

In looking at the percentage increases shown on the charts the numbers are striking—33%, 25%—double digit percentages are the rule, not the exception.

Our results reflect that *according to the respondents to Food Engineering's survey,* percentage salary increases were higher in the past year.

For example, looking at the large chart, last year only 5.6% of the respondents in the vice president, R&D category made more than $100,000. This year the figure was 21.3%. If you look at the same classification, last year 5.6% made $25-$29,999, this year there was not a single response. It means that R&D vice presidents *who responded to Food Engineering's survey* made more than those who responded to the 1984 survey.

forms of executive compensation growing. But they are not representative of the industry as a whole. And, although several of our respondents were in the 3% increase range, this, too, appears to be the exception and not the rule.

What the numbers show

The numbers show that most of the industry did well. At least as well as other industries in the U.S. It's true that our responses showed that those in the Middle Atlantic region had the lowest increase, somewhat below the norm, but everywhere else the numbers are good.

Those in the pasta industry showed a decline, but seafood and confectionery, beverages, meats and most others did very well indeed.

And while most of the respondents to our survey showed a healthy increase from 1984 to 1985, engineering managers, project engineers and chemists lagged a bit behind.

Overall, however, if you're in the food industry, you're doing O.K. Sure, you may not be getting double digit salary increases, but, then again, neither is most of the rest of the working world. With five straight months of 0.2% monthly increase in the Consumer Price Index, inflation is slowing down, a boon to our paychecks. The *Philadlephia Inquirer* described inflation as "modest over the past 12 months" and the newspaper feels it "is no longer a major factor in the U.S. economy.

You have your say

The survey questionnaire gave each respondent an opportunity to "get it off his chest" and express personal concerns and complaints. Some of you (fewer than 10%) took up the gauntlet and responded, sometimes in anger, sometimes in frustration—anu sometimes to say something positive. This would also tend to

Salary Range by Job Function, Comparing 1984 and 1985

	VICE PRESIDENT RESEARCH & DEVELOPMENT		VICE PRESIDENT MARKETING/ SALES		VICE PRESIDENT MANUFACTURING		TECHNICAL DIRECTOR		MARKETING MANAGER		ENGINEERING MANAGER		PLANT MANAGER		SALES MANAGER	
	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984
Under 20,000	—	—	1.7	4.0	—	2.1	1.2	1.8	2.2	7.3	—	1.5	.8	3.0	—	6.0
20-24,999	—	—	—	4.0	—	2.1	2.3	.9	2.2	2.4	1.0	6.0	.8	11.2	2.8	10.8
25-29,999	—	5.6	3.3	4.0	—	4.2	5.2	9.4	2.2	12.2	4.9	3.0	9.6	15.3	7.4	13.3
30-34,999	2.1	—	3.3	12.0	8.7	6.3	4.0	17.0	6.7	7.3	3.9	9.0	8.8	10.2	8.3	12.0
35-39,999	—	11.1	3.3	4.0	8.7	4.2	10.4	12.3	4.4	17.1	9.7	13.4	15.2	12.2	13.9	12.0
40-44,999	4.3	11.1	11.7	4.0	4.3	6.3	8.7	11.3	8.9	2.4	8.7	11.9	12.0	10.2	8.3	10.8
45-49,999	6.4	16.7	5.0	10.0	4.3	12.5	11.6	17.9	13.3	22.0	19.4	23.9	12.8	16.3	9.3	12.0
50-54,999	10.6	11.1	3.3	6.0	2.2	6.3	8.1	9.4	4.4	9.8	18.4	10.4	10.4	4.1	11.1	6.0
55-59,999	4.3	27.8	5.0	12.0	4.3	12.5	11.0	11.3	11.1	14.6	8.7	17.9	8.8	8.2	13.9	12.0
60-69,999	14.9	5.6	15.0	14.0	17.4	14.6	13.3	1.9	22.2	2.4	12.6	—	10.4	5.1	7.4	3.6
70-79,999	17.0	5.6	13.3	8.0	17.4	12.5	9.8	2.8	8.9	2.4	2.9	3.0	4.8	1.0	6.5	1.2
80-99,999	12.8	—	15.0	2.0	15.2	4.2	6.4	.9	6.7	—	4.9	—	1.6	1.0	—	—
Over 100,000	21.3	5.6	11.7	16.0	8.7	12.5	3.5	.9	2.2	—	1.9	—	—	—	—	—
No. of Respondents	47	18	60	50	46	48	173	106	45	41	103	67	125	98	108	83

support the statement that food industry employees are content and doing alright in the salary area, or more would have written.

Here is some of what you had to say....

Increases/percentages

A project engineer (North Central area, making $45-49,999) expressed a common complaint: "Average salary increase is never more than 3%, bonus not more than 3% of annual base. COLA (cost-of-living) is not paid." Here is a person who received a lower salary increase than most, but was awarded a bonus—a luxury few other respondents enjoyed this year.

The comments of another project engineer (Mid-Atlantic area, earning $30-34,999) had frustration in every line: "I feel I am underpaid considering the amount of time, effort and dedication I put into my job. The corporation I work for has lowered all percentages for raises, therefore, morale is not as good as it should be since there are no incentives left for the worker. When the raise does come, it certainly doesn't even come close to covering the cost-of-living increases."

A sales manager making less than $35,000 a year wrote: "Increases have been about 5% per annum for the past 4 years." This respondent, although he lost in past years, is experiencing the industry norm if he receives a 5% increase this year.

When Towers, Perrin, Forster & Crosby, a management consulting firm, surveyed 250 large companies, they found that those companies said salary increases would be in the range of 5.3% for top management, 5.5% for exempt employees and 5.1% for nonexempt. Using these percentages, the salary increase of the sales manager mentioned above is competitive in 1985.

Median Salaries by Product Specialty

Product Specialty	Median Salary	% Change '84-'85
Fats & Oils	$42,700	+12.4
Pasta	29,500	-14.5
Beverages	42,000	+21.7
Grain Mill Products	39,500	+14.5
Dairy	37,200	+13.8
Seafood	42,000	+31.2
Fruits & Vegetables	38,300	+20.0
Bakery	37,500	+19.0
Confectionery	38,800	+26.8
Meat	38,900	+31.9
Multiple Categories	42,400	+16.2
Categories other than above	39,500	+19.0

Within each product classification, the salaries of all job functions have been tabulated. Shown is the median salary from that tabulation. The "multiple categories" classification covers those respondents who checked two or more product specialties.

These percentages are certainly less than the percentages shown on the charts, even taking inflation into consideration. The discrepancy is understandable looking at who responded to the survey (*see sidebar*).

A longer wait

A common vein running through the comments was the fact that the period of time between salary increases seems to be getting longer. A number of respondents, representing a variety of locations, positions, and salaries commented that financial reviews are now further and further apart—coming every 15 months rather than the usual 12 months.

(Continued on next page)

PACKAGING MANAGER		PROJECT ENGINEER		PRODUCT MANAGER		TRANSPORTATION/ DISTRIBUTION MANAGER		SANITATION/ MAINTENANCE MANAGER		PURCHASING MANAGER		QUALITY CONTROL MANAGER		PRODUCTION SUPERVISOR		FOOD TECHNOLOGIST		CHEMIST	
1985	1984	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984	1985	1984
1.1	13.7	—	2.2	—	10.0	7.7	13.6	2.6	20.0	7.4	20.5	5.0	24.3	2.7	22.3	8.0	30.8	7.0	4.5
5.7	8.0	3.8	13.0	8.0	3.3	7.7	13.6	15.4	6.7	8.4	17.4	14.4	16.9	17.3	24.1	15.1	17.0	15.8	23.7
12.6	11.4	11.3	15.2	6.0	3.3	8.8	20.3	12.8	23.3	8.4	8.3	16.7	25.4	17.3	33.3	21.3	22.7	19.3	22.7
5.7	12.5	18.8	27.2	6.0	16.7	13.2	15.3	17.9	16.7	13.7	22.0	25.0	13.8	18.7	5.6	16.9	14.8	19.3	27.3
13.8	17.0	18.8	17.4	18.0	40.0	15.4	10.2	20.5	16.7	10.5	7.6	11.1	7.9	17.3	5.6	16.9	11.4	10.5	4.5
8.0	9.1	11.9	17.4	14.0	13.3	13.2	10.2	2.6	13.3	10.5	9.1	6.7	5.3	14.7	5.6	7.1	3.4	12.3	—
13.8	10.2	13.8	5.1	24.0	6.7	4.4	10.2	7.7	3.3	8.4	5.3	4.4	2.1	2.7	3.7	3.6	—	3.5	4.5
5.7	6.8	6.9	1.1	12.0	—	11.0	1.7	7.7	—	5.3	3.0	2.8	2.1	—	—	1.3	—	7.0	—
12.6	6.8	3.1	—	2.0	6.7	1.1	1.7	5.1	—	6.3	3.8	2.2	1.1	1.3	—	.9	—	3.5	9.1
10.3	3.4	3.8	—	2.0	—	5.5	1.7	2.6	—	6.3	.8	3.9	0.5	—	—	.9	—	—	—
3.4	—	—	—	—	—	4.4	1.7	—	—	1.1	.8	2.2	—	—	—	.4	—	—	—
1.1	—	—	1.1	—	—	1.1	—	—	—	4.2	.8	.6	—	1.3	—	—	—	—	—
—	1.1	—	—	—	—	—	—	—	—	—	—	—	0.5	—	—	—	—	—	—
87	88	160	92	50	30	91	59	39	30	95	132	180	189	75	54	225	88	57	22

Doing more, for less

While salary increases are getting further apart and smaller in size, say the respondents, responsibility in the workplace has increased. For lower salary increases, people are being asked to manage larger staffs, larger budgets, work longer hours...yet wait longer for their increases.

A purchasing manager (Southwest area, earning less than $25,000) wrote: "I am also the accounts payable manager as well as purchasing, also do the monthly Federal Market report and get involved on a daily basis with production reports. The daily schedule is from 8 a.m. to 6:30 or 7:00 p.m. with every Saturday until 1:00 or later and some Sunday work...."

While one respondent wrote that he is paid "overtime for any hours over 9 a day or Saturday-Sunday work," that was certainly not the norm with our respondents.

In 1985, 49.7% of the respondents held Bachelor's degrees, 18% Master's degrees, 6.5% Ph. D.'s, 19.2% had some college experience and 6.4% had a high school diploma, or less.

Median Salaries by Educational Experience

Educational Experience	Median Salary	% Increase '84-'85
High School or less	$35,300	21.7
Some College	37,000	29.8
Bachelor's Degree	38,400	16.7
Master's Degree	43,900	14.3
Ph. D.	55,200	21.3

Median Salaries by Job Function

Job Function	1985	1984	% Increase
V.P., Manufacturing	$67,300	$57,300	17.5
V.P., Marketing/Sales	66,000	56,000	17.9
V.P., Research & Dev.	72,800	53,000	37.4
Engineering Manager	50,300	46,000	9.3
Marketing Manager	56,600	45,400	24.7
Technical Director	52,300	42,800	22.2
Plant Manager	45,400	38,000	19.5
Sales Manager	46,800	37,800	23.8
Product Manager	42,600	36,800	15.8
Packaging Manager	44,500	36,100	23.3
Project Engineer	37,700	33,000	14.2
Transportation/Dist. Mgr.	37,600	30,900	21.7
Purchasing Manager	38,000	30,800	23.4
Sanitation/Maint. Mgr.	34,000	29,500	15.3
Chemist	31,600	28,600	10.5
Quality Control Manager	31,900	26,400	20.8
Production Supervisor	32,100	25,600	25.4
Food Technologist	30,500	25,500	19.6

Many respondents wrote of increased hours, Saturday and Sunday work, with no additional compensation. A quality assurance supervisor (North Central area, earning less than $25,000) said "(I) am the lowest paid supervisor in my plant. We do not get paid for overtime (after 8 hours) or Saturday work—I rarely work less than 56 hours a week."

Management is doing well

A technical director earning between $55,000 and $59,999 said: "Upper management well taken care of (by themselves) with good salaries, company cars, stock options, large bonuses, etc. Middle management (directors, managers) have few perks, tenuous job security, have to be satisfied with raises of cost-of-living percentage or less."

Another respondent, a vice president, R&D, (North Central area, making $90-99,999) wrote of what he is experiencing at his end of the salary spectrum. He's also feeling the pinch. He wrote that "salary increases and benefits are being decreased significantly at the present time (over the past 2 years and into the foreseeable future)."

Although someone on the lower end of the payscale might have difficulty shedding a tear for the executive making $90,000 who has suddenly found he's not going to get a 13% increase this year, it's the old adage that "you spend what you make" or get used to having what you have. The $90,000 a year man can feel the lowering of salary and benefits just as the $34,000 food technologist can.

The benefits factor

Benefits were really a sore point with a lot of respondents. One especially acrimonious senior product food technologist (North Central area, making $30-34,999) had this to say: "This year we had to start paying for medical benefits. We are losing in this area!"

It seems that more and more employers are taking into consideration the rising cost of benefits when computing salary increases. In 1983 benefits accounted for 36.6% of payroll costs. Across the United States, says the U.S. Chamber of Commerce, the total cost of employer-paid benefits was $550 billion in 1983, up from $510 in 1982. The 1984 figure was forecast to be $595 and 1985's figure is expected to reach an all-time high of about $645 billion.

In an article in *Nation's Business*, February 1985, it was pointed out that "No matter the variations, one thing is clear: Over the decades, the rise in the cost of employee benefits has been tremendous. Though hourly workers' benefits increased by 5.5 percent over 1982, their wages increased by only 4.8 percent...." It was also pointed out that from 1951 to 1983

employee wages showed an increase of 502%, but the cost of their benefits to their employers went up more than twice as fast as that. The percentage rise: 1,077.

The gender gap

The area of male vs. female salaries was one of the most responded-to areas of the survey. It seems that in the food industry, as in most others, women have not been able to shrink the "gender gap."

There were the terse statements of frustration: "A male in my position would be earning $20,000 more per year...." This from a female vice president, marketing/sales earning $35-39,999 in the Mid-Atlantic region.

A marketing manager from the Mid-Atlantic region earning $25-29,999 had this to say: "My male counterpart who has approximately 6 months more experience in marketing but 5 years less work experience is earning $5,000 more than I. Incidentally, he has no Master's either."

A transportation/distribution manager, earning less than $20,000 despite 25 years food industry experience, had this to say: "If I were a male, I would be doing less work and making a whole lot more money. The male who sweeps our floor (union) makes more money than I do...It's still a man's world."

These comments can be supported by looking at the chart "Median Salaries by Job Function, by Gender" that offers graphic illustration of the differences in salaries in this area.

One plus in the area of the discrepancies between male and female salaries is the fact that this year's survey elicited more responses from women in higher positions. Our 1985 responses show that although women may not be keeping pace with men in terms of compensation, they are beginning to climb higher up the corporate ladder into positions of authority.

Bonuses and incentives

The responses ranged from "none" to company cars, bonuses based on sales, employee stock plans and cash awards. One respondent wrote that he receives a house from his company. Those receiving such bonuses and incentives were, however, definitely in the minority.

One noticeable thing about many of the responses was that there was nothing noted under "other forms of compensation." Not only were there many who receive nothing along this line, but in some cases, as with a production supervisor in the North Central region, such forms of compensation are disappearing. He states: "All bonuses and incentives were stopped as of 7/1/85."

A lab manager, earning less than $30,000 in the Deep South, wrote of a frustrating scenario: "No merit pay, incentives, etc. have been offered to anyone at my level in my company since I have been with them, 1972 to present. In addition, in only one of the past 4 years I received a cost-of-living adjustment."

(Continued on next page)

"Say, honey, read me that part about your company sanitation engineer who gets only thirty-three thou a year...."

Median Salaries Vs. Experience

Years Experience	Total Experience Median Salary	Food Experience Median Salary
0-2	$25,400	$27,800
3-5	30,200	32,200
6-9	33,600	35,500
10-14	37,600	41,200
15-19	45,900	45,800
20-24	47,700	47,400
25-29	51,400	51,200
30+	50,800	52,400

Median Salaries by Job Function, by Gender

Job Function	Male	Female	Difference
V.P., Manufacturing	$66,800	--	$66,800
V.P., Marketing/Sales	67,500	$29,000	38,500
V.P., Research & Dev.	74,500	44,000	30,500
Engineering Manager	50,200	--	50,200
Marketing Manager	58,600	44,000	14,600
Technical Director	53,100	39,000	14,100
Plant Manager	45,600	--	45,600
Sales Manager	48,400	34,000	14,400
Product Manager	43,700	37,700	6,000
Packaging Manager	44,500	42,000	2,500
Project Engineer	38,100	29,500	8,600
Transportation/Dist. Mgr.	38,400	23,300	15,100
Purchasing Manager	42,000	26,500	15,500
Sanitation/Maint. Mgr.	34,500	--	34,500
Chemist	33,600	23,400	10,200
Quality Control Manager	32,900	26,800	6,100
Production Supervisor	32,800	24,500	8,300
Food Technologist	33,600	26,200	7,400

Some are content...

From a number of respondents we heard very positive feedback. There were respondents who wrote that they feel they are well compensated for what they are doing. Some wrote that even though they are not making as much as some others in other parts of the country, they are content where they are making what they do in order to live in a specific area of the country. And, of course, there are those who *are* getting bonuses, incentives, company cars, etc., making them pleased with where they are in their professional lives.

One respondent from the Mid-Atlantic area, in writing about the benefits offered at his company, said: "We have a very nice employee stock plan that varies from a low of $.30 to a high of $1.00 for each dollar we contribute." Employee stock ownership plans, matched in varying degrees by the company, featured in a number of responses.

***Responses in this area were insufficient to result in a representative figure.**

Median Salaries by Company Size

Job Function	1-99 Employees	100-499 Employees	500 or More Employees
V.P., Manufacturing	$44,000	$74,500	$75,000
V.P., Marketing/Sales	53,000	74,500	89,500
V.P., Research & Dev.	54,000	69,000	96,800
Engineering Manager	*	43,300	52,500
Marketing Manager	44,500	59,500	57,500
Technical Director	39,500	46,300	59,500
Plant Manager	40,800	44,500	56,500
Sales Manager	39,000	44,500	50,700
Product Manager	38,000	42,000	44,000
Packaging Manager	32,000	37,500	47,600
Project Engineer	36,300	32,300	39,500
Transportation/Dist. Mgr.	34,000	32,700	42,300
Purchasing Manager	23,500	33,500	43,400
Sanitation/Maint. Mgr.	26,300	32,500	39,000
Chemist	28,300	39,000	32,000
Quality Control Manager	27,300	29,000	37,200
Production Supervisor	28,600	32,300	33,700
Food Technologist	31,800	26,500	31,800

Ten Fastest Growing Benefits Ranked by Percentage Increase In Spending (1973-1983)

Benefit	% Increase
Employee Education Expenditures	562
Thrift Plans	332
Insurance (life, hospital, surgical, medical, etc.)	219
Workers' Compensation	180
Paid Sick Leave	152
Old Age, Survivors, Disability, Health Insurance (FICA)	148
Unemployment Compensation Taxes	141
Paid Vacations	115
Payments for Time Not Worked (jury duty, death in family, etc.)	114
Paid Holidays	106

Source: Nation's Business, February, 1985.

Who is doing best?

Checking the charts, it seems that the vice president of research and development in a company with 500 or more employees wins the prize for best salary in 1985. Following that classification are the vice presidents of marketing/sales and manufacturing, each with large companies.

If you're not a vice president, though, and few of us are, then the job classifications who made out the best this year were technical director, marketing manager, plant manager and engineering manager. The food technologists, chemists, production supervisors and quality control managers lagged behind.

If you have a choice, you should be working for a large company in the Rocky Mountain area. That area showed a 33.3% increase in salary over last year, followed by the Deep South with a 33.2% increase and the Southwest at 31.7%.

All of this is tempered, of course, with the fact that these figures represent those people we heard from this year, as opposed to those we heard from last year.

You're doin' o.k.

If you take all of the comments, again from fewer than 10% of the respondents, and weigh them against the numbers, from our charts, from outside sources, and from the industry, it all points in one direction. Yes, there are some people who are not keeping up with the food industry or with industry overall in terms of salary increases, bonuses, benefits, etc. But for the most part, food industry employees are making out just as well as almost anyone else in the U.S.

Historically this wasn't always the case. Numbers usually showed the food industry lagging behind others in terms of compensation and benefits, but ahead in number of hours worked. This year it appears the food industry is narrowing the gap.

So, although maybe you didn't get everything you wanted this year, you still got enough to be competitive. That's a positive step forward, and hopefully one that will be reflected again in next year's salary survey.